

An Assessment of Impact of Leadership Styles on Human Resource Motivation in the Selected Beverage Companies in Nigeria

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Abstract- *This paper investigates the impact of leadership styles on human resource motivation in the selected beverage companies in Nigeria. The objectives are to examine the leadership styles being used by the managers in the selected beverage companies in Nigeria and determine the impact of the leadership styles on human resource motivation in the companies. The study population was totality of employees in the selected beverage companies located within Lagos State, South-Western Nigeria. Three hundred and fifty questionnaires were distributed; three hundred and ten questionnaires were analyzed. Data were analyzed using descriptive and inferential statistics at 5 per cent significance level with the aid of SPSS statistical program version 21.0 for windows. The finding of the study revealed that managers in the selected beverage companies in Nigeria are using the blend of transformational and transactional leadership styles. The finding of the multiple regression analysis reveals that transformational leadership style had high significant impact on human resource motivation above transactional leadership style in the companies. Finding of the study also revealed that laissez faire leadership style does not contribute to human resource motivation in the companies. Based on the findings, transformational leadership style is encouraged to be used by the management of the selected beverage companies and other large organizations in Nigeria if they want to be successful and productive.*

Keywords- Leadership; leadership styles; motivation; beverage companies; path goal; Nigeria

1. INTRODUCTION

In the environment of fierce competition, an enterprise faces multiple challenges. Thus, it has become the primary target to create competitive advantage on how an enterprise draws up strategies suitable to improve its operational performance (Jaramilo et al., 2005). In the past, enterprises emphasized financial performance. But now, information development has transformed their competitive basis into the intangible assets and the leadership performance form previously tangible financial performance. Therefore, it should include non-financial indices such as quality and customer satisfaction, which can be used for an enterprise to effectively evaluate its operational performance and consolidate competitive advantages.

However, if an enterprise wants to improve the organizational performance, the leadership style of administrative supervisors will play a crucial role in its overall operational performance. Leadership style is a key determinant of the success or failure of any organization. Obiwuru et al. (2011) pointed out that leadership style in an organization is one of the factors that play significant

role in enhancing or retarding the interest and commitment of the individuals in the organization. Jeremy et al. (2011) add that the relationships between the leader and employee, as well as the quality of employees' performance, are significantly influenced by the leadership style adopted by the leader.

There are various leadership styles which can be found in most organizations around the world. In modern leadership theories, five leadership styles have been presented, including (i) charismatic leadership, (ii) transactional leadership, (iii) transformational leadership, (iv) visionary leadership, and (v) culture-based leadership (Yukl, 1994; Bass, 1990; Sashkin, 1996; Sergiovanni, 1987). Bass & Avolio (2004) as cited by Amiru & Daud (2012) observed that the full-range leadership styles includes transformational, transactional and passive/avoidant leadership styles which has been developed with more than twenty-five years and has been used extensively in field and laboratory research in the United States as well as in other countries like Belgium, Canada, Germany, Switzerland, Great Britain, India, Ireland, the Netherlands, Italy, Spain, Japan, Israel, New Zealand, Taiwan, Australia, South Africa, Mexico, Venezuela, China,

Malaysia, Singapore, and Korea. But in organizational behaviour studies, transformational and transactional leadership styles have remained a key focus in their main stream of research (Shahzad, Kashif-Ur-Rehman & Abbas, 2010).

Most leaders tend to promote one leadership style over another. The fact is that there is no one leadership style that is ideal. Messick & Kramer (2004) argued that the degree to which the individual exhibits leadership traits depends not only on his characteristics and personal abilities, but also on the characteristics of the situation and environment in which he finds himself. Since human beings could become members of an organization in order to achieve certain personal objectives, the extent to which they are active members depends on how they are convinced that their membership will enable them to achieve their predetermined objectives. The previous studies have led to the expectation that leadership paradigms will have direct effects on customer satisfaction, staff satisfaction, and financial performance. Kehinde, Jegede & Akinlabi (2012), observed that the extent to which members of an organization contribute in harnessing the resources of the organization equally depends on how well the managers (leaders) of the organization understand and adopt appropriate leadership style in performing their roles as managers and leaders. Blake & Mouton agreed that effective mobilization of human resources towards achieving the purpose of establishing the organization largely depends on the leadership of the organization. Effective leaders are able to manage relationships with others and create positive outcomes. The challenge for beverage companies in Nigeria is thus to ensure that leadership practices are in-keeping with the goal of the company and employees motivation. This raises the issues of which leadership styles is best suited for this purpose.

Statement of the Problem

Many studies have been carried out on the impact of leadership style(s) on employee performance (Rizi, Azadi, Farsani, & Aroufzad, 2013); but the strategy through which leaders boost employee's performance is yet to be properly linked with leadership behaviours. Al-Khasawneh & Moh'd Futa (2013), observed that successful companies should realized that leaders is not always the best answers to all problems, but must to find way to empower their followers, provide them with resources they need and hold them accountable for their actions. Oladipo, Daskareem and and Salami (2012) contend that it is the numerous performances of people that culminate with the performance of the organization. The authors further argued that leadership behaviour facilitates the attainment from subordinates' desires, which in turn leads to effective performance. Otley (1999) quoted by Keijzers (2010), adds that the performance of organization is dependent upon the performance of employees and other factors such as the

environment of the organization (intrinsic motivation). Manzoor (2013), asserts that unless and until, the employees of any organization are satisfied with it, are motivated for the tasks fulfillment and goals achievements and encouraged, none of the organization can progress or achieve success. Ojokuku, Odetayo & Sajuyigbe (2012) pointed out that the prime motive of many organizations is to achieve its stated objectives, hence the need to effectively coordinate and motivate the workers by an effective leader. Employees' motivation should be cautiously reflected in the leadership style. Previous studies in Nigeria have examine the relationship between leadership styles and employees performance in various settings such as small scale enterprises, banks, manufacturing, Pasta Noodles, and business organizations (Dosunmu & Olusanya, 2011; Obiwuru et al., 2011; Gana & Bababe, 2011 Lawal, 2012; Kehinde, et al., 2012). None of these studies have specifically investigates effect of leadership styles on employees performance through motivation in Nigeria beverage companies. Moreover, some studies have shown that many organizations do not take cognizance of the leadership style adopted by their managers (company (Ojokuku, et al., 2012; Galoji, Ahmad, & Johari, 2012). Manzoor (2013) affirms that only few organizations recognized that the human personnel and employees are its main assets which can lead them to success or if not focused well, to decline. Many organizational failures in the recent times are attributed to the performance of leadership. This raises the issues of which leadership styles is being used in the selected Nigeria Beverage Company. The focus of this study is to enlighten how an organization through its human resource can achieve success and effectiveness. Moreover, this study contributes to the current body of knowledge on leadership and human resource motivation in organisations.

Research Questions and Hypothesis

The study answered the following research questions:

1. what are the leadership styles being used by managers in the selected beverage companies.
2. what are the impact of the leadership styles on human resource motivation in the companies.

The main hypothesis of the study is:

There is a significant relationship between leadership styles and human resource motivation in the selected beverage companies.

Objectives of the Study

The main purpose of this study is an assessment of the impact leadership styles on human resource motivation in the selected beverage companies in Nigeria.

The specific objectives of the study are to:

- i. examine the leadership styles being used by the managers in the selected beverage companies in Nigeria;

- ii. determine the impact of the leadership styles on human resource motivation in the companies.

2. LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Leadership

Leadership is the most talked about activity in any organization (House, 1977; Bass, 1985; Conger & Kanungo, 1987; Kouzes & Posner, 2003; Sang and Thean, 2011; Lawal, 2012). It is one of the most popular explanations for the success or failure performance of organization. It had raised interest and attracted the attention of historians, philosophers, researchers or scholars who wish to explore the true meaning of leadership (Bass, 1990). Awan and Mahmood (2010) observed that leadership is one of the most observed and least understood phenomena on earth. Abdul Hadi (2004), add that the effective of leadership was considered a determining factor in creating high performance organization. Because of its significance, leadership as a topic has received considerable attention particularly in the western world, beginning early this century and coming until the present (Kets, 1996). Fry and Whittington (2006), mention that organization improves performance in order to anticipate change and develop new structures, effective leadership performance may be essential to ensure that change leads to increased effectiveness, efficiency and profitability. Consequently, leadership is an important element for the success of an organization, regardless of its nature of activities, profit or charity orientated, private or government linked organizations (Long and Thean, 2012). Traditionally, leadership was perceived as inducing compliance, respect and cooperation (Damirch, et al., 2011; Khalid, 2012; Akif and Sahar, 2013). Dubrin (2007) perceived leadership as leader's role in formulating goals, and ensuring their efficient accomplishment. In the modern or contemporary context, leadership is the ability to inspire confidence and support among followers who are expected to achieve organizational goals. This has to do with change, inspiration and motivation (Hamidifar, 2012). Messick and Crammer (2004) pointed out that the degree to which individual's exhibits leadership depends on the characteristics of the location and environment in which he finds himself. Messick and Crammer (2004) further explained that since human beings could become members of an organization in order to achieve certain personal objectives, the extent to which they are active members depends on how they are convinced that their membership will enable them to achieve their predetermined objectives by the leadership. Geijssel et al., (2003) adds that individualized consideration which includes the leader's support of subordinates' professional and personal development helps to promote employees' sense of competence, self-efficacy and motivation.

Leadership has to do with the process of interaction between leaders and followers where the leader attempts to influence followers to achieve a common goal (Northouse, 2010). It refers to the act or process of influencing people so they will share willing in achieving organizational goals (Heinz, 1994; Omolayo, 2000; Lawal, 2012). Cole (2005) point out that leadership is a dynamic process whereby one man influences other to contribute voluntarily to the realization and attainment of the goals objectives; aspiration of values of the group that is representing the essence of leadership is to help a group or an organization to attain sustainable development and growth. Akanwa (1997) adds that leadership is a process of influencing the activities of an individual or a group of individual towards goal achievement in given situations.

Oyedijo (2011) asserts that leadership is the process of influencing people, and providing an enabling environment for them to achieve their goals. It is the process of accomplishing goals with and through people. Leaders use power and persuasion to ensure that followers have the motivation and role clarity to achieve specified goals. According to Ngambi et al. (2010) and Ngambi (2011), cited in Jeremy et al. (2011), leadership is a process of influencing others' commitment towards realizing their full potential in achieving a value-added, shared vision, with passion and integrity. The nature of this influence is such that the members of the team cooperate voluntarily with each other in order to achieve the objectives which the leader has set for each member, as well as for the group.

Many authors have made several attempts to clarify and show the basis upon which a superior might influence a subordinate or a group of subordinates (Ogundele, 2009; Ojokuku, et al., 2012; Hamidifar, 2012). One of the most deep-rooted and concise approaches was offered by French and Raven (1960). They defined influence terms of power-the control which a person possesses and can exercise on others. Hamidifar (2012) opines that it is the relationship among people that is not passive but multidirectional instead; superiors influence subordinates and subordinates influence superiors. In essence, a leader is a person who inspires others to work towards a goal. However, a common thread from the different views of leadership expressed is social influence. That is, the ability to influence the behaviour of subordinates and work with individual and organizational values (Ghorbani, 2009).

The influence framework of leadership has been utilized to identify the functions which a leader is supposed to perform in organization. Koontz and O'Donnell (1972) classified the functions of the leader into the psychological view and sociological view. The *psychological view* proposes that the primary function of a leader is to develop effective motivation systems. According to Ogundele (2009), the leader must be able to stimulate subordinates in such a manner that they contribute positively to organizational goals and are also able to satisfy various

personal needs. Lawler (1973) described this function as leadership task role, which he/she does when he/she organizes, and influences individual and groups to achieve some specified set of objectives. A leader is playing a task role when he/she is motivating subordinates in satisfying their various needs. The *sociological view* perceives the leadership function as a facilitative activity (Ogundele, 2009). Here, the leader establishes goals and reconciles organizational conflicts between followers, exercising influence by performing these activities. Lawler (1973) termed this role as emotive roles of the leader, in which he/she helps the members of the group to experience need satisfaction, and at the same time, they smooth the way for task performance.

Essentially, leadership may be classified into two types (Hicks & Gullet, 1975). These include unofficial and official leaders. According to Hicks & Gullet (1975), unofficial leader is often not important in an organization, though the power ascribed to such leader may rise or fall. In contrast, the individual holding official leader position is officially given charge over the subordinates who should be directed and controlled. The subordinates need to be led to value the rewards they obtain from their work. This could be cash (money), friendship, status, approval or a combination of any of these. In most cases official leaders could be called supervisors or managers and they reserve the power to reward or punish. To a lower extent, the success of such leadership depends on experience and teachers virtuosity, but on their management style at a greater extent.

2.2 Leadership Styles

Leadership style is the pattern of behaviours engaged in by leader when dealing with employees (Dosunmu and Olusanya, 2011). Leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization (Obiwuru et al., 2011). Lawal (2012) defined leadership style as the way in which the functions of leadership are carried out, the way in which managers typically behave towards members of the group. It also demonstrates the way in which the leader uses power. Mullins (2007) asserts that leadership style is a pattern of philosophies, beliefs, attitudes, feelings and assumptions an individual has about leadership which influences how a manager, actually behaves while managing people/subordinates. It is also refers to a set of expectation an individual has, as to how to use his leadership position to involve himself and to involve other people in the achievement of target results. Biggerstaff (2012) points out that leadership style is a perceived behavioural pattern that a person exhibits when attempting to influence the activities of others. The relationships between the leader and employee, as well as the quality of employees' performance, are significantly influenced by the leadership style adopted by the leader (Jeremy et al., 2011).

There are number of different styles of leadership and management that are based on theories (Yaser, 2012). Kurt Lewin (1930) and his group in a research on leadership styles established three leadership styles, namely: autocratic, democratic, and free rein (Ogundele, 2009). Subsequently, two related trends in leadership styles and thinking was established in the late twentieth century. They include transactional and transformational leadership (Ogundele, 2009; Akif and Sahar, 2013). The study examined three types of leadership styles, namely, transactional, transformational and free rein leadership styles. These leadership styles observed by Voon, Lo, Ngui, & Ayob (2011) are prominent leadership styles.

Transformational Leadership Styles

According to Northouse (2001), transformational leadership style is a process that changes and transforms individuals. Additional, the transformational leadership is the ability to get people to improve, to change and to be led (Yaser, 2012). It involves assessing associate motives, satisfying their needs and valuing them (Frances and Cohen, 1999). According to Bass (1985), the transformational leadership style is a systematic way by which subordinates or fellows praise and appreciate their leaders. Resultantly, this style enhances their motivational level, which leads to organizational productivity.

Bass and Avolio (1994), assert that transformational leadership produces the interest among the group and followers to observe their occupation through new perspective. Transformational leadership provides the vision mission and consciousness of the industry or any organization which creates the high level of ability and expertise. In addition, that kind of leaders mobilizes the employees to see their own interests that make the organization fruitful. The growth and determination for sustainability are a need and necessity for approximately every segment. Transformational leaders are: proactive; work to change the organizational culture by implementing new ideas; motivates and empowers employees to achieve company's objectives by appealing to higher ideas and moral values (Bass, 1985). They are generally identified by five behaviours: idealized influence behaviour; idealized influence attributes; inspirational motivation; intellectual stimulation; and individualized consideration.

Transactional Leadership Styles

Closely related to transformational leadership is transactional leadership (Ogundele, 2009). This is the style by which the leader tends to keep the team in focus on tasks necessary for success, using implicit and explicit instrumental rewards as motivation and control mechanism. Oyedijo (2012) explains that transactional leadership is about helping organizations achieve their current objectives by linking job performance to valued rewards and ensuring that employees have the resources they need to get the job done. Oyedijo (2012) pointed out that transactional leadership improves organizational efficiency, whereas transformational leadership steers

organizations onto better course of actions. A transactional leader has a predictable impact on innovation behaviour and performance (Feng et al., 2010). Agbim (2013) adds that transactional leaders are responsive: works within the organizational culture; makes employees achieve organizational objectives through rewards and punishment. They are quite effective in guiding efficient decisions which are aimed at cutting costs and improving productivity, and are highly directive and action oriented. Bass and Avolio (1995) proposed that transactional leadership consists of three dimensions, namely contingent rewards, management by exception (active) and management exception (passive). *Contingent reward* refers to leaders clarifying the work that must be achieved and use rewards in exchange for good performance. *Management by exception (active)* refers to leaders actively monitoring the work of followers and make sure that standards are met (Antonakis et al., 2003). *Management exception (passive)* refers to leaders intervening only when problem arise (Voon, et al., 2011). Subordinates receive contingent punishment in response to obvious discrepancies from the standard performance (Hamidifar, 2012).

Free Rein/Laissez-faire Leadership Styles

According to Biggerstaff (2012) quoted by Al-Khasaneh & Futa (2013), this is a style of leadership where leaders refuse to make decisions, are not available when needed, and choose to take no responsibility for their lack of leadership ability. These leaders do not often use their authority and avoid taking actions. The leadership style is considered a passive and ineffective form of leadership (Bolda & Nawaz, 2010). Abiola (2012) confirmed that laissez-faire leadership Styles is uncommon.

From the analysis of the various approaches to leadership styles, there is no one single best style of leadership. The effectiveness of particular style is dependent on the organization situation (Omolayo, 2004). Ogundele (2009) adds that each of these leadership style has its place in management practice and a good leader knows how and when to use them.

2.2 Motivation

Motivation, according to Kreitner & Kinicki (2004), refers to those psychological processes that cause the arousal, direction and persistence of voluntary actions that are goal directed. Hellriegel et al (2005) described motivation as a psychological state that exists whenever internal and/or external forces stimulate, direct or maintain behaviour. Dolo (2007) point out that motivation is an intangible hypothetical construct that can explain human behaviour. It has a direct impact on work performance and can be positively influenced or managed by external factors such as incentives and rewards.

Rojas & Aramvarekul, (2003) pointed out that motivational level of employees has a direct influence on their individual output, and, furthermore, on the level of

output of a team of employees. Lin (2007) explains that the issue of employees' motivation is an indispensable part of the human resource strategy of an organization. A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that direction (Manzoor, 2013).

Getting employees to do their best work within organization even in strenuous circumstances is one of the employees most stable and greasy challenges and this can be made possible through motivating them. However, managers is necessary to take actions in order to satisfy employees and thereby, it is suppose to increase the employee's motivation. After increasing motivations, the employees will worker harder and feel that they are responsible to achieve all targets and goals that ordered by supervisors. In other words mean that, employees would be feel that the organization as belong to them.

For instance, human resource motivation in the beverage companies could have effects on their output which on the long run helps to stabilize the organization and achieve competitive advantage. Effective leadership and employee motivation are two factors that have been regarded as fundamental for organizational success. Borman (2004), concludes that one of the major concerns of manufacturing companies has focused on improving worker productivity, which is one of the job performance measures.

2.3 Leadership styles and Human Resource Motivation

Employee motivation is one of the strategies managers employ to enhance effective job performance among workers in organizations. For effective work performance to thrive in the organization, motivation has to be managers' top priority. In this regard, leadership effectiveness relates to work performance. Leadership is a central feature of organizational performance. This is an essential part of managerial activities which focuses on efforts towards the goals and objectives of the organization.

Many researchers have analyzed leadership styles and human resource motivation to see the relationship between them for better output. The analyses are carried out by applying several factors which provide a sufficient understanding of the context within which the issue studied and analyzed. For instance, Judge & Piccolo (2004) collected the data through literature search (chapters, dissertation, articles, books, and unpublished reports; published from 1887 to 2003) used the Meta Analytic Procedures, and divided studies Moderator Analyses and at the end they use Regression Analyses and got result through meta-analytic. They found a positive relationship between contingent reward and follower motivation, however negative relationship was found between Management by exception (passive) with follower motivation. And also shows the negative relationship between laissez-faire leadership with follower motivation.

Barbuto (2005) worked on “motivation and transactional, charismatic, and transformational leadership”. He receives data from 186 leaders and their seven hundred fifty nine raters. Results were obtained using the SPSS. Examination of the MLQ of both rater’s reports and managers self-reports start by estimate subscales of the full range leadership behaviors. Transactional leadership (i.e. contingent reward, management by exception (active) and management by exception (passive) have significant and positive relationship with the intrinsic motivation. Laissez fair leadership has also positive and significant relationship with intrinsic motivation. And relationship of transactional leadership and its components like (contingent reward, Management by exception active and management by exception passive) have significant and positive relationship with Extrinsic motivation. Laissez Fair leadership has also positive and significant relationship with extrinsic motivation.

Gharoieahangar & Alijanirooshan (2004) conducted a study on the effectiveness of transformational and transactional leaders and the degree of employee satisfaction with the leadership style in the public banking sector. Their findings revealed that transformational and transactional leaderships were highly and positively correlated with extra effort, effectiveness and satisfaction. Contingent rewards were also positively related to the outcome measures but less than to the transformational scale ratings. However, Management by exception (Active and Passive) and Laissez Faire were strongly and negatively correlated with the outcome.

Obiwuru et al. (2011) conducted a study on the effects of leadership style on organizational performance in small scale enterprises using OLS multiple regression models. The result showed that while transactional leadership style had significant positive effect on performance, transformational leadership style had positive but insignificant effect on performance. The study concluded that transactional leadership style was more appropriate in inducing performance in small scale enterprises than transformational leadership style.

Sulu Babaita (2012) conducted a research on appraisal of employee motivation in the Nigerian banking industry. The findings revealed that motivation has positive impact on employee performance in the banking industry. He suggested that to maintain the enthusiasm employees bring to their jobs initially, management must understand the three sets of goals that the great majority of workers seek from their work, and then satisfy those goals. These goals are equity, achievement, and camaraderie. Specifically, the banks in Nigeria need to go back and re-examine their motivation packages. Most of the items the banks see as motivation were not seen as being so by the banks’ employees.

Consequently, the most successful and performing organizations bring out the best in their employees. Such organizations focus on the human resources within. Technology, economic considerations, and the product are secondary to the human qualities which allow people to work as team. For employees to function at maximum level, they must feel that they are essential to an organization that challenges their human spirit, inspires their personal development, allows them to accomplish goals and tasks, and symbolizes and represents only the highest standards of ethical conduct. Such considerations define a quality work environment.

2.4 Theoretical Framework

There are many leadership theories that are abound in literature such as the behavioural, human relations scientific management etc, this study adopted the Path-Goal theory of leadership developed by Robert House. The rationale for adopting this theory lies in its background in the expectancy theory of motivation. The expectancy theory of motivation focuses on how leaders’ behaviours influence employees’ perceptions of expectancies (paths) between employees’ effort and performance (goals) (Oyedijo, 2011). That is how leaders influence followers’ perceptions of their work goals and the paths they follow towards goal. The choice is also based on providing useful situational model of leadership effectiveness.

Path-Goal theory (Figure 1) states that effective leaders influence employee satisfaction and performance by making their need satisfaction contingent on effective job performance. Therefore, leaders strengthen the performance-to-outcome expectancy and valences of those outcomes by ensuring that employees who perform their jobs well have a higher degree of need fulfillment than employees who perform poorly. Secondly, path goal theory states that effective leaders strengthen the effort-to-performance expectancy by providing the information, support, and other resources necessary to help employees complete their task (See Oyedijo, 2011).

Oyedijo (2011) points out that path goal theory emphasizes relations between two people, that is, a supervisor and a subordinate- rather than the leader’s effect on an entire work unit. Thus, path goal theory is described as a dyadic theory of leadership (two-person).

Path-goal theory suggests four leadership styles which include:

- Directive leadership - This is a form of task performance-oriented behaviour.
- Supportive leadership, a form of group maintenance-oriented behaviour.
- Participative leadership or decision style.
- Achievement-oriented leadership or behaviours geared toward motivating subordinates, such as setting challenging goal and rewarding good performance.

The theory suggests that leaders move and satisfy employees in a particular situation by adopting one or more of the above leadership styles.

The path-Goal theory also specifies that followers and environmental features are important. The 3 key follower characteristics are:

- a) Authoritarianism: This is a degree to which individuals respect, admire and defer to authority.
- b) That the exact place of control is the extent to which individuals see the environment as responsive to their own behaviour these people with an internal locus control believe that what happens to them is their own doing, people with an external locus of control believe that it is Just luck or fate.
- c) Finally, ability is people's beliefs about their own abilities to do their assigned jobs.

The discussions above lead us to develop an important framework (model) for this study in terms of the variables that are going to be used. Figure 2 illustrate the conceptual framework.

The model postulated that human resources motivation such as pay and benefits, job design, work itself and environment, supervisor relations, company policy, recognition, empowerment, and growth and development can be influenced by either one of the three different leadership styles reviewed in this study: transformational, transactional and laissez-faire leadership styles.

It is also postulated that employees' behaviours are affected by several factors such as pay and benefits, job design, work itself and environment, supervisor relations, company policy, recognition, empowerment, and growth and development which motivates them.

Finally, it is postulated that all the independent variables put together that is; transformational, transactional and laissez-faire leadership styles will influence the behaviours of employees of the selected companies and their motivation. Campbell in Fu-Jin et al. (2010) expressed that when executives use their leadership style to concern, care and respect for employees, it would increase self-interests of employees in work as well as organizational promises, enable them to make better performance in work place and affect their job satisfaction.

The model therefore shows a direct relationship between leadership styles and human resources motivation.

3. METHODOLOGY

This study seeks to examine the leadership styles being used by managers in the selected beverage companies in Nigeria. The purpose of this study is to enlighten that how the Nigeria beverage companies through its human resource can achieve success and effectiveness. The selected beverage companies are located within Lagos

State, South-Western Nigeria, constituted the target population of study.

The survey design method was employed in the study. This method is popularly adopted in quantitative research. The independent variable was leadership styles which was measured by transformational, transactional and laissez-faire leadership styles and the dependent variable was human resource motivation.

Primary sourced data is the main data used for analysis. These were collected using a 5-point Likert scale questionnaire range from 1 as "strongly disagreed" to 5 as "strongly agreed", administered to the selected employees of two beverage companies in the study area. The companies are Nigeria Bottling Company and Seven-Up Bottling Company. The questionnaire titled Leadership and Human resource motivation scale was divided into three sections, namely A to C. Section A measured the demographic information, B measured leadership styles, and C measured employees motivation. The leadership styles scale was a 25 item scale adapted and modified from a scale developed by Bass (1997) with a 5-likert scale. Likert rating scales are the most popular form of multi-item scales (Hashimu & Ango, 2012). The employees motivation scale was a 19 item scale adapted and modified from a scale developed by Matsiliso (2008) also with a 5-likert scale. The structured questionnaires were hand-delivered to the target respondents. This process was adopted because of its superiority over and above postal-based surveys as used by previous studies on leadership styles and employees motivation (Al-Khasawneh & Futa, 2013; Ojokuku et al., 2012; Almansour, 2012; Voon, et al., 2010, among others). Ogundele (2000) maintained that the use of hand-delivery of questionnaire, though expensive, is known to helped obtain from the respondents, confidence in and trust for the researcher and improve substantially the response rate (Ogundele, 2000; Balogun, 2004). The study was mainly based on information derived from responses to the questionnaire.

Primary data employed for this study were collected from a cross-section of selected beverage companies in the selected study area. Stratified sampling technique was used in selecting the actual respondents. The numbers of staff are stratified into management, intermediate and junior staff. The management staff comprises the top managers who make decision. The intermediate and junior staffs are staff in positions other than the top management cadre and each staff are given equal opportunity of being selected. Stratified sampling lessens the possibility of one-sidedness (Adewoye, 2004). It also has more statistical efficiency (Panneerselvam, 2010). A total of three hundred and fifty

questionnaires were distributed, with a number of three hundred and ten questionnaires found usable and were analyzed. High rate of return of 89% was achieved because it was a self-administered questionnaire using drop and collect method as earlier stated. The questionnaires were validated by experts in the field of Business Administration and guided by previous studies. In order to determine its reliability, a pilot survey was conducted. The researchers pre-test to 22 respondents drawn from the other company in the beverage industry which is Fumman Nigeria Limited who was not part of the sample population. The result of reliability test of the research instrument (Questionnaire) shows a Cronbach Alpha of 0.98 (Leadership Styles Scale), and 0.99 (Human Resource Motivation Scale). This means that the questionnaire is reliable enough to conduct the study; they have Alpha above 0.70 as the minimum acceptable Alpha recommended by Nunnally and Beanstein (1994). Data collected were analyzed using descriptive statistics, factors analysis, and inferential statistics such as correlation and regression analysis. The analysis was done based upon the objectives of the study and research hypothesis. The Statistical Package for Social Scientists (SPSS) 21.0 version was used in data analysis.

4. DATA ANALYSIS

This section presents and analyzes the data generated in the study. The analysis of the variables is based on the application of appropriate statistical technique. The major variables for discussion are: leadership styles and human resource motivation. The results of the empirical analysis are presented in tables 4.1 through 4.8.

Table 4.1 showed that 207(66.8%) of the respondents were male while their female counterparts were 103(33.2 %). 123(39.7%) of the respondents lies between 21-30 years age group, 149(48.1%) lies between 31-40 years, while the 38 (12.3%) of the participants were between 41-50 years of age. The table also indicated that 129 or 41.6% were single, 163 or 52.6% were married, 6 or 1.9% were divorced while 12 or 3.9% of the respondents were widowed. The table also revealed that 78 (25.2%) respondents had experience ranging between (1-3 years). Others are 151 (48.7%), 46 (14.8%), 27 (8.7%) for industry experience ranging between (4-6 years), (7-9 years) and (7-9 years) respectively while the last group recorded 8 (2.6%) for industry experience of (13-15) years. The implication of this result is that most of the respondents had enough knowledge and experience to make useful contribution to this area of research. The table further revealed that 136 (43.9%) respondents had Ordinary National Diploma or equivalents in various fields such as marketing, accounting, business administration, economics, finance, etc, 98 (31.6%) had BSc, 21 (6.8%) had Secondary school leaving certificate, 50 (16.1%) had Masters degree while 5(1.6%) of the respondents were

holders of the doctorate degree. So in terms of ability to understand and complete the instrument, the respondents in this category were also quite competent. The table showed that majority 90 (29%) of the respondents were in Human Resources department, followed by Production/Operations Department with 25.5%; 19.7% for the Supply Chain; 19.4% for Corporate Affairs/Marketing; and the least being other departments with just 6.5%. This was a true reflection of the population density vis-à-vis departments of the Nigeria Bottling Company and Seven-Up Bottling Company.

The 25 items that made up the leadership styles scale were also subjected to principal component analysis (PCA) using SPSS Version 21. Suitability of factor analysis for the sample (table 4.2) was confirmed by a Kaiser-Meyer-Olkin (KMO) value of 0.951, which met the minimum required value (0.6) for factor analysis (Kaiser, 1970, 1974), while Bartlett's Test of Sphericity (Bartlett, 1954) was highly significant ($p < .000$), suggesting that the correlation matrix obtained in the analysis is not an identity matrix.

The correlation matrix also revealed a reasonable number of coefficient values of above 0.3. The PCA revealed two Eigenvalues exceeding 1, explaining 92.650 of the variance: 88.154%, and 4.496% respectively. The inspection of the scree plot confirmed the multi-dimensional nature of the scale showing two factors. The results of the parallel analysis (table 4.3) also supported this solution, which showed the only factor having Eigenvalues exceeding the corresponding criterion values for a randomly generated data matrix of the same size (25 variables x 310 respondents). The rotation of the factors performed indicates a simple and clear structure with the two components (qb.2 and qb.22) showing a number of strong loadings of 0.877 and 0.874 respectively. These loadings are used to rename the factors. In factor 1, six variables were loaded but qb.2 loaded very high and was used to rename the factor as transactional leadership behaviour. In factor two, two variables were loaded because other variables were already removed as they appeared twice under the factor. The qb.22 loaded very high and was labeled by the researcher as transformational leadership behaviour. Therefore, both transactional and transformational leadership styles are the leadership styles being used by managers in the selected beverage companies.

The 19 items that made up the human resource motivation scale were subjected to principal component analysis (PCA) with the aid of SPSS Version 21. A Kaiser-Meyer-Olkin (KMO) value of 0.947, which is quite above the recommended value of 0.6 (Kaiser, 1970, 1974) confirms the suitability of the sample for factor analysis (see table 4.5 in appendix). The Bartlett's Test of Sphericity (Bartlett, 1954) was also highly significant ($p < .000$).

The correlation matrix also revealed many coefficient values of above 0.3. The PCA revealed one Eigenvalues

exceeding 1, explaining 88.9% of the variance. The inspection of the scree plot revealed a clear break after the one component. Thus, using the Catell's (1966) scree test, decision was made to retain one factor for further investigation. This decision was supported by the results of the parallel analysis which showed only one factor with Eigenvalues exceeding the corresponding criterion values for a randomly generated data matrix of the same size (19 variables x 310 respondents). It is assumed that this factor could represent the underlying constructs of the motivation. Tables 4.6 show the component matrix of the factor extracted. The result cannot be rotated because one component was extracted. In the component, the entire 19 variables were loaded but qc.5 loaded very high and was used to rename the factor as job satisfaction. Hence, the critical motivational factor of employees in the selected beverage companies in Nigeria is job satisfaction. Therefore, the analysis confirmed that there is a job satisfaction in the sector.

4.1 Results

A single hypothesis was chosen in the study but is subject to accept or reject.

H₀: There is no significant relationship between leadership styles and human resource motivation in the selected beverage companies.

H₁: There is a significant relationship between leadership styles and human resource motivation in the selected beverage companies.

To test this hypothesis data were subjected to multiple regression analysis with human resources motivation as dependent variable. The data utilized for the analysis were obtained from the factor extracted in the factor analysis. Furthermore, a linear model was constructed to test the hypothesis:

$$HRM = \text{Intercept} + \beta_1 * (TRFL) + \beta_2 * (TRANSL) + \epsilon$$

Where: HRM = Human Resource Motivation

TRFL = Transformation Leadership

TRANSL = Transactional Leadership

Table 4.8 shows the model summary of the multiple linear regression analysis conducted on the relationship between leadership style that is being used by the managers in the selected beverage companies and human resource motivation. It is clear from the computed results that there is positive and significant relationship between leadership styles and human resource motivation in the selected beverage companies in Nigeria. The adjusted coefficient of multiple determination of the model (R^2) is computed as 0.930, which revealed the overall fitness of the regression model. This means that 93.0% of the variations in the human resource motivation are explained by the leadership styles being used by the managers in the selected beverage companies. The results for the model indicated leadership style has significant impact on the human resource motivation in the companies. The overall significance of

the model reveals that the model is significant ($F_{2/307} = 2851.586$, $p = 0.000$). The computed t-values of 34.940 and 9.865 respectively for transformational and transactional leadership styles are also greater than the table critical value of 1.96 at 5% level of significance. The researchers, therefore, reject the null hypothesis (H_0) and conclude that at 5 percent level of significance, there is a significant relationship between leadership styles and human resource motivation in the selected beverage companies. The running parameters are intercept ($\beta_0 = 1.234$, $p = 0.000$); transformational leadership parameter ($\beta_1 = 0.688$, $p = 0.000$); and transactional leadership parameter ($\beta_2 = 0.271$, $p = 0.000$). Although both transformational and transactional leadership styles have positive implications in the model, the analysis reveals that transformational leadership style has the highest effect on human resource motivation in the selected beverage companies ($\beta_1 = 0.688$, $t = 34.940$) with 68.8% contribution than transactional leadership style with just 27.1% ($\beta_2 = 0.271$, $t = 9.865$). This suggests that transformational leadership style is most effective in moving employees desire to demonstrate the behaviour and willingness to expand their effort to achieve the companies corporate goals. With highly motivated human resource, managers in the selected beverage companies in Nigeria can expect better quality performance from subordinates who are satisfied with the work they are doing. The result also shows that laissez faire leadership style is not statistically significant in explaining the human resource motivation in the selected beverage companies. The result is supported by the findings of Raus & Haita (2011) cited in Al-Khasaneh & Futa (2013), who report that laissez-faire leadership brings down morale and reduces efficiency of organization group members while tending to favour the installation of a relaxed working atmosphere. The result is therefore not reported. Finally, the regression result reveals that human resource motivation value is estimated by a positive constant of moderate fraction (1.234) of the transformational and transactional scores.

4.2 Discussion

One of the major findings of this study is that the leadership styles being used by managers in the selected beverage companies in Nigeria are transformational and transactional leadership styles. The finding also shows that employees in the selected beverage companies in Nigeria are satisfied with their jobs. More over, the study revealed that there is significant relationship between leadership styles and human resource motivation in the selected beverage companies. Furthermore, the result reveals that transformational leadership style is most effective in influencing human resource motivation in the selected beverage companies. This result is in line with the findings of Givens (2008) who reported that transformational leaders inspire followers to accomplish more by concentrating on the follower's values and helping the

follower align these values with the values of the organization. Transformational leaders influenced employee behaviour so that the behaviour has a positive impact on the organization. However this finding is at variance with a study by Obiwuru et al. (2011), who found that transactional leadership had significant positive effect on performance of SMEs while transformational leadership had positive but insignificant effect on performance of SMEs in Nigeria. Similarly, Shadare and

Hammed (2009) found that leadership effectiveness has low variance in employees' performance in selected industries in Ibadan Oyo State Nigeria.

It should however be noted that the effectiveness of typical leadership styles is based on selected business environments. The present study found significant positive relationship between leadership styles and human resource motivation in the selected beverage companies in Nigeria.

The Path-Goal Framework

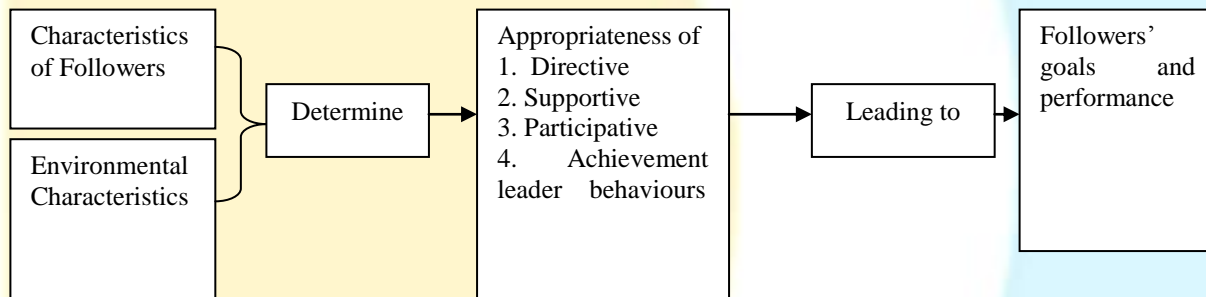


Figure 1: Path-goal theory; Source; Thomas S. Bateman and Scott A. Snell (1999) "Management" Building Competitive Advantage, 4th edition, McGraw Hill Pg 422.

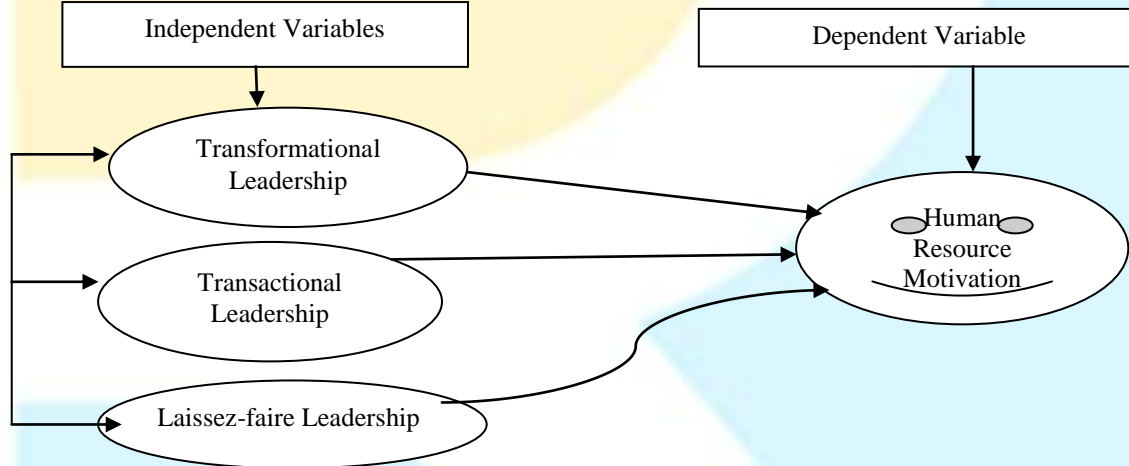


Figure 2: Study Framework

5. CONCLUSION& RECOMMENDATIONS

In line with the findings of the study, it had come to the conclusion that there is a statistically significant relationship between human resource motivation and transformational leadership style as well as transactional leadership style in the selected beverage companies in Nigeria. There is also a blend of the two leadership styles in the companies; while laissez faire leadership style has a very low use by managers in the companies. This is a carefree, non-challant style of leadership. It is very unlikely for such leaders to be successful or productive. Based on the findings from this study, the followings are recommended:

- Transformational leadership style is encouraged to be used by the management of beverage companies and other organizations in Nigeria if they want to be successful and productive;
- The beverage company's leadership should put in place measures to recognize and reward the successful implementation of new ideas made by employees. This will encourage further employee readiness to be creative and innovative in their work. This will result in continuous business improvement and enhance employee motivation and the desire to perform in an organization. Employees

will also feel that their ideas are valued and recognized in their organization;

- The management of beverage companies in Nigeria should guard against the perception that team performance is sometimes perceived as not being adequately rewarded, by putting in place performance systems that recognize and reward team performance adequately and consistently. This will enhance team motivation and performance levels and will result in the overall improved organizational performance;

Since transformational leadership style has been shown to contribute to the human resource motivation. This style should be encouraged to be used by the management of beverage companies and other organizations in Nigeria if they want to be successful and productive;

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APPENDIX

Table 4.1: Descriptive Statistics of Demographics

Gender	Frequency	Percentage
Male	207	66.8
Female	103	33.2
Total	310	100.0
Age	Frequency	Percentage
21-30	123	39.7
31-40	149	48.1
41-50	38	12.3
Total	310	100.0
Marital Status	Frequency	Percentage
Single	129	41.6
Married	163	52.6
Widow	12	3.9
Divorced/Separated	6	1.9

Total	310	100.0
Length of Service	Frequency	Percentage
1-3	78	25.2
4-6	151	48.7
7-9	46	14.8
10-12	27	8.7
13-5	8	2.6
Total	310	100.0
Length of Service	Frequency	Percentage
WASC/SSCE	21	6.8
NCE/OND	136	43.9
B.SC/HND	98	31.6
Masters	50	16.1
Ph.D	5	1.6
Total	310	100.0
Departments	Frequency	Percentage
Supply Chain	61	19.7
Production/Operations	79	25.5
Human Resources	90	29
Corporate Affairs/Marketing	60	19.4
Others	20	6.5
Total	310	100.0

Source: Field Survey, April 2013

Table 4.8: Regression Summary for Dependent Variable (Human Resource Management)

	B	Std. Error	T statistics	p-level
Constant	1.234	.069	3.397	.001
Transformational leadership	.688	.020	34.940	.000
Transactional Leadership	.271	.027	9.865	.000

SER = 0.18621913 $R^2 = .949$ Adjusted $R^2 = .930$ F (2,309) = 2851.586, $p < 0.000$

Table 4.2: The Kaiser-Mayer Olkin (KMO) and Bartlett's Test for leadership styles

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.951
Bartlett's Test of Sphericity	Approx. Chi-Square	22206.534
	Df	300
	Sig.	.000

Source: SPSS Output

Table 4.3: Total Variances Explained of Leadership Factors

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	22.038	88.154	88.154	22.038	88.154	88.154	11.875	47.501	47.501
2	1.124	4.496	92.650	1.124	4.496	92.650	11.287	45.149	92.650

Extraction Method: Principal Component Analysis.

Source: SPSS Output

Table 4.4: Rotated Component Matrix of Leadership Factors

Rotated Component Matrix ^a		
	Component	
	1	2
qb.1		.861
qb.2	.877	
qb.3	.816	
qb.4	.828	.504
qb.5	.610	.757
qb.6	.657	.710
qb.7	.538	.823
qb.8	.669	.702
qb.9	.616	.759
qb.10	.856	
qb.11	.707	.657
qb.12	.841	.501
qb.13	.873	
qb.14	.840	.506
qb.15	.525	.821
qb.16	.673	.661
qb.17	.555	.790
qb.18	.556	.787
qb.19	.726	.655
qb.20	.845	
qb.21	.558	.780
qb.22		.874
qb.23	.687	.660
qb.24	.716	.640
qb.25	.545	.766

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 3 iterations.



**Table 4.5: The Kaiser-Mayer Olkin (KMO) and Bartlett's Test for motivation
KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.947
Bartlett's Test of Sphericity	Approx. Chi-Square	16717.077
	Df	171
	Sig.	.000

Source: Field Survey, April 2013

**Table 4.6: Total Variances Explained of Motivation Sclae
Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	16.893	88.910	88.910	16.893	88.910	88.910
Extraction Method: Principal Component Analysis.						

Source: SPSS Output

Table 4.7: Component Matrix of Motivation Component

Component Matrix ^a	
	Component
	1
qc.1	.966
qc.2	.939
qc.3	.961
qc.4	.944
qc.5	.972
qc.6	.925
qc.7	.966
qc.8	.956
qc.9	.963
qc.10	.915
qc.11	.949
qc.12	.964
qc.13	.954
qc.14	.953
qc.15	.952
qc.16	.881
qc.17	.874
qc.18	.946
qc.19	.928

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Source: SPSS Output

